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Manager

- Developed and adopted in Fall 2004
- Implemented in January 2005 for upcoming evaluation cycle
- Trained all employees in January 2005
- TQM Team

## Changes

- 2 Fundamental Changes
  - Removal of Labels
  - Elimination of Numerical Rating
- Other Changes
  - Mandated changes (e.g. rating definitions, evaluation cycle, core competencies, etc.)
  - Removal of SS#

## Numerical Ratings

- Rating Scale (1-100)
  - 1-49 Needs Improvement
  - 50-69 Good
  - 70-89 Commendable
  - 90-100 Outstanding
- Reviewed Performance Data
  - "C" most frequently used category
  - The top five most frequently used scores make up 37% of the total number of evaluations
  - Found the range was not utilized

#### Goal

Eliminate haggling over points

Increased accountability of supervisors

Require supervisors to describe performance rather than assign points

## Removal of Labels

- Categories
  - Outstanding
  - Commendable
  - Good
  - Needs Improvement1
- Labels were not used in definitions
- AG recommendation

#### Goal

Avoid discrepancy between supervisory input and label

Require supervisors to describe performance rather than assign points

# Evaluation Tool Design

- Automated and user friendly
- Pre-populated information

- Reviewed tools from other agencies
- Drop-down menus

- MS Word form fields
- Technical assistance web-page



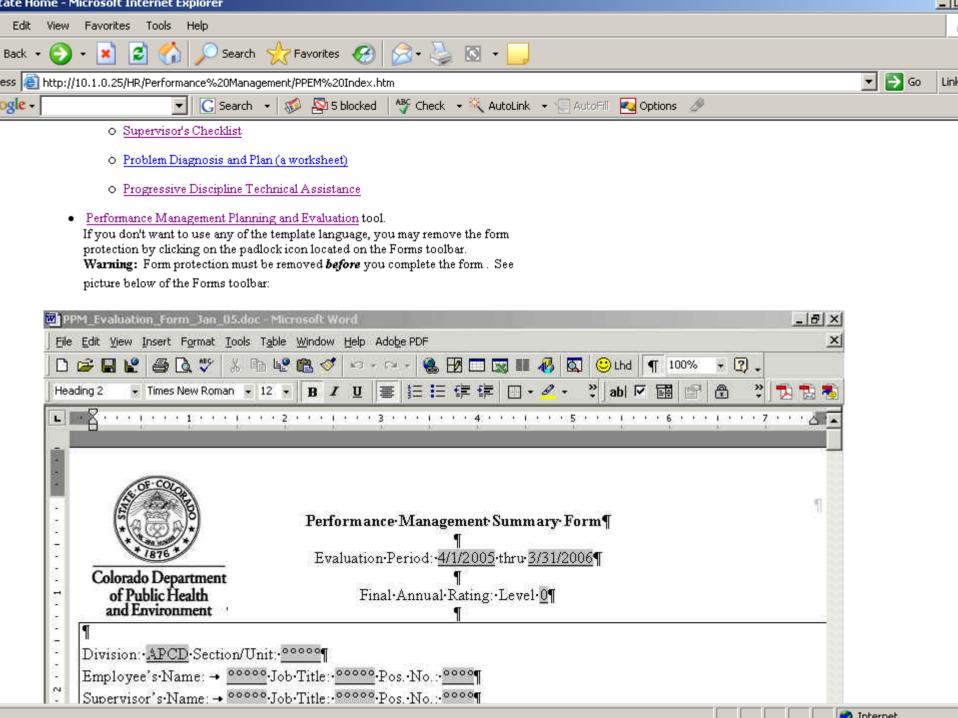




#### Human Resources Performance Management Evaluation Period April 1, 2005 thru March 31, 2006

- . Before completing the tool "save as" from the file menu and save to a folder of your choice.
- · Tab through the field to complete where appropriate.
- The narrative fields allow for unlimited text.
- Information regarding each field is available on the status bar. The status bar, which is a horizontal area at the bottom of the document window in Microsoft Word, provides information about the current state of what you are viewing in the window and any other contextual information. To display the status bar, click Options on the Tools menu, click the View tab, and then select the Status bar check hox under Show
- · The following resources are available:
  - O Performance Management Implementation Plan
  - O Time Line for 2005-2006
  - O Power Point presentation
  - O Dispute Resolution and Grievance Policy
  - O State Personnel Rules and Director's Administrative Procedures (chapter 6)
  - o Counseling Form
  - O Feedback and Coaching/Progress Review Form





### Outcome

- Pro
  - Aesthetically pleasing and slick
  - 6 pages
  - Flexible
  - Overwhelming approval for the elimination of points
- Con
  - Lack of Word skills of users